Corporate Business Plan 2007-08

Electronic Health Records: Transforming health care, improving lives
About Us

Canada Health Infoway (Infoway) is an independent, not-for-profit organization whose members are Canada’s 14 federal, provincial and territorial Deputy Ministers of Health. Infoway is Canada’s catalyst for collaborative change to accelerate the use of electronic health information systems and electronic health records (EHRs) across the country.

Created in 2001, Infoway invests in a common, pan-Canadian framework of electronic health record systems where best practices and successful projects in one region can be shared or replicated in another. These systems are increasingly providing healthcare professionals with rapid access to accurate and complete patient information, enabling better decisions about treatment and diagnosis. The result will be a modernized and sustainable healthcare system offering improved accessibility, quality and productivity.
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The views expressed herein represent the views of Canada Health Infoway (or other persons as indicated), not the Minister of Health or any representative of the Government of Canada.
**Current trends**

Patients want a healthcare system that works

If it hasn’t happened to you personally, you probably know someone who experienced some degree of frustration with the healthcare system.

A patient’s recent test results are lost, which means making another trip to repeat the procedure – an inconvenience to say the least, not to mention the additional expense incurred by both the patient and the healthcare system.

Or perhaps disappointment occurs at the drug store as the patient is asked to come back later to pickup their medication. It seems the pharmacist needs to speak to the doctor’s office to clarify details of their prescription.

For the 30 per cent of Canadians (aged 12 and older) who have reported at least one chronic disease\(^1\), keeping track of treatment details and medication history is a constant challenge. Repeating health histories to multiple specialists and caregivers is wearisome and often difficult – particularly for older patients to convey all the details accurately.

Canadians are demanding a more transparent and timely healthcare system. From the patient’s vantage point, the expectations for quality healthcare are straightforward. Help me get better. Treat me with dignity and respect. Help me understand my situation so that I can be involved in my healthcare decisions.

The fact is that there is frustration on both sides of the doctor’s desk, at the hospital bedside and across the counter at the pharmacy.

**Clinicians seeking improvements**

Clinical quality is the goal toward which all healthcare professionals are oriented. Most clinicians are passionate about the quality of care they deliver and are interested in continuously improving it. The doctor, nurse, pharmacist and laboratory technologist, to name a few, are intimately aware of the capabilities of modern-day medicine and want to see these applied in the best interests of their patients.

At the same time, recent reports describing the length of wait times, extent of health system errors, near-term impact of cancer, global disease outbreaks and the shortages of healthcare personnel only heighten public concern about Canada’s healthcare system.

So clinicians are rethinking the way they deliver care in order to achieve a sustainable, higher-quality healthcare system.

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**Redefining teamwork**

The Alberta Bone & Joint Health Institute refined the concept of teamwork to the benefit of both the patient and the health professional.

From the moment a patient walks in the door, he or she is assigned a case manager – the equivalent of a sales organization’s account executive.

The case manager assembles and manages a team of surgeons, nurses, therapists, educators, and an essential member – the patient. Together they develop a detailed, integrated program that is set out in the patient’s contract.

By implementing this refined model, the Institute has experienced a number of positive outcomes:

- 80 per cent decline in consultation wait times
- 90 per cent decline in surgery wait times
- 30 per cent reduction in length of hospital stays
- Faster recovery and enhanced patient engagement, accountability and education
They are actively seeking and employing new care-delivery models, establishing practical and supportive relationships between informed patients and proactive clinical teams.

The most successful clinical practice teams are those that have access to their patients’ complete clinical record, evidence-based information and tools to support decision making; they communicate efficiently with one another, and work within streamlined teams to provide effective care to patients. Furthermore, they embrace the patient as truly part of the team, fully engaging them in making informed decisions about diagnosis and treatment.

Successes are achieved through a strong sense of patient-centeredness, inter-disciplinary collaboration and the desire to build a healthcare environment that provides accurate information in a timely fashion. The results: better access to higher-quality care and more productive and efficient delivery of care.

Canada’s healthcare system: Transforming and modernizing

In a world where Internet search engines can deliver information in a fraction of a second, is it any wonder Canadians are frustrated that their healthcare information is not available when they or their healthcare providers need it.

There are good reasons for anyone who depends on our current healthcare environment to be worried. Quite simply, health care does not look good on paper. Paper puts patient safety at risk. It wastes money and scarce resources. It impedes the progress to address our healthcare priorities. The answer? Modernize.

Patients have already taken the initiative to become informed about their own health conditions. The Internet has proven to be an important tool for nearly 68 per cent of Canadians. Statistics Canada says that of these connected Canadians, nearly 33 per cent have used the Internet to seek information on specific diseases, 24 per cent have researched drugs and medications, and 27 per cent have used information from the Internet to analyze specific symptoms.  

Key elements of healthcare transformation

- **Patient-centred care**
  Clinicians take into account the patient’s desire for information and for sharing decision-making in the co-management of the individual’s health condition(s)

- **Collaborative teams**
  Providers from different disciplines, with complementary skills and experiences, work together to improve the coordination and quality of patient care

- **Redesigned business processes**
  To support evidence-based, coordinated care via collaborative teams

- **Evidence-based care**
  To ensure predictable outcomes by applying the world’s best evidence to care

- **Relevant data capture and analysis**
  The use of contemporary information systems that make data collection and use easier and appropriate

- **Timely feedback and education**
  To clinicians so that they can improve access, quality and productivity

“Canada needs electronic health records. They will help our health providers to be more efficient, improve the quality of care provided and reduce the chance of medication errors.”

The Honourable James Flaherty, Minister of Finance  
2007 Federal Budget Speech
Canada Health Infoway—2015: Advancing Canada’s next generation of healthcare

Each year in Canada, hundreds of millions of healthcare-related transactions occur. Almost all involve handwritten records, many of which are illegible. This critical information lies scattered and buried in the filing rooms and health record departments of more than 50,000 doctors’ offices and clinics³, and nearly 1,000 hospitals⁴.

A matter of volume

There are about 2,000 healthcare transactions per minute in Canada—many quite complex and all requiring documentation and information flow. Each year there are:

- 440 million laboratory tests
- 382 million prescriptions
- 322 million office-based physician visits (94 per cent resulting in handwritten paper records)
- 35 million diagnostic images
- 2.8 million inpatient hospitalizations

Fortunately, change is underway. From a technology perspective, Canada has complemented its efforts to strengthen health care by implementing electronic health records.

An electronic health record provides individuals in Canada with a secure and private lifetime record of their key health history and care within the healthcare system. Electronic health record systems provide authorized healthcare professionals with rapid access to complete and accurate patient information, leading to better decisions about diagnosis and treatment.

The electronic health record will help to achieve the long-term goals of improved patient access, delivery of superior quality care and the long-term sustainability of the system through enhanced performance. It will serve as an invaluable information and decision-support tool to provide critical information required to manage wait times, enable patient self-care and remote care, and control system risks from pandemics and other health issues.

Infoway is working with jurisdictions across the country to serve as a catalyst for collaborative change in accelerating the introduction of electronic health records. Since its inception, Infoway has approved more than 227 projects in every province and territory in Canada. As of March 31, 2007, $1.176 billion or 93 per cent of Infoway’s initial $1.266 billion fund had been allocated for electronic health record-related projects.

³ MD Select Physician database, Scott’s Directories, 2005; National Physician Survey, 2004
**Infoway’s role**

Canada has adopted a unique strategic investor role that brings together a collaborative engagement model, a shared governance model, and a gated funding approach. This approach enables Infoway to make focused investments and spur the development of electronic health record solutions across the country outside of traditional funding models (e.g., population-based funding formula and grants). It facilitates jurisdictional participation in setting a pan-Canadian direction and helps ensure that jurisdictional strategies are aligned with national priorities.

**Infoway’s strategic investor model**

The gated funding approach ties reimbursement to the achievement of specific implementation milestones, including end-user adoption by clinicians. The Infoway business model stands as an excellent example of successful federal-provincial-territorial collaboration.

**Leadership**

As a strategic investor, Infoway works collaboratively with jurisdictional partners to develop and share the long-term health infrastructure vision for Canada. Infoway also facilitates national collaboration to ensure that public and private sector stakeholders jointly plan, share best practices and continually improve the deployment of the pan-Canadian health infrastructure.

**Expertise**

Following on the success of its pan-Canadian architecture, Infoway is also actively shaping related reference solutions such as a privacy and security conceptual architecture, supporting procurement processes and providing ongoing technical expertise and support to jurisdictional projects.

To ensure the successful transition and adoption of the electronic health record by clinicians, Infoway is advancing the implementation of best practices that serve to coordinate change cycles and minimize the frequency of change experienced by clinicians at the point of care. In addition, Infoway is collaborating with researchers and jurisdictions to develop methods and tools to measure the benefits arising from the use of the electronic health record.

**Services**

Infoway also leads and coordinates a range of national projects including, but not limited to, the development of pan-Canadian standards, preferred/national pricing agreements, end-user strategies and benefits evaluation.

With respect to standards, the organization provides national standards collaboration, education and training, conformance, and maintenance services. Infoway also supports the operation of HL7 Canada and serves as Canada’s representative to the global SNOMED CT® standards development organization.

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**Funder**

- “Fund & ignore”
  - Grants funding
  - Is uninvolved in project execution
  - Checks on status of phase-based deliverables

**Strategic investor**

- “Lead, invest, advise & monitor”
  - Invests with partners
  - Involved in project planning
  - Monitors progress of projects and quality of deliverables
  - Gated funding approach allows management of risk

Infoway also provides leadership, expertise and pan-Canadian services to support EHR deployment across Canada

**Intervener**

- “Work alongside & take over if needed”
  - Invests with partner
  - Involved with partner planning and execution
  - Ensures success through ongoing, active participation or intervention when something goes wrong

**Developer**

- “Write code & build modules”
  - Invests independently
  - Engages potential partners in needs analysis and testing
  - Aims for speed and success by working without a partner or on behalf of a future partner
**Vision 2015: Thinking strategically about the future of healthcare modernization**

Every jurisdiction has benefited from Infoway’s investments since its inception in 2001, and promising advances are on the horizon. While significant progress has been made, the journey is far from complete. Infoway’s funding and mandate have limitations. More needs to be done to provide a healthcare infrastructure across all points of care. If a long-term strategy is not pursued, it will constrain Canada from achieving critical health system business goals and introduce a number of potential risks such as increased risks to patient safety, greater expenditures on non-compatible IT systems and stranded existing electronic health record investments.

Recently, more than 100 stakeholders from across Canada and in all areas of the healthcare sector were asked for their input as part of a vision development exercise undertaken by Infoway. As part of this process, McKinsey & Company was commissioned to contribute independent analyses as an input for the development of a 10-year strategic vision. Opinion was gathered from deputy ministers and health region executives, hospital CEOs and CIOs, clinicians, patients, health associations and government agencies. What emerged was a comprehensive vision to guide the next 10 years of investments in healthcare information systems so that improvements in patient outcomes, responsiveness, and quality of care could be achieved.

### Five priorities emerged for 2015

**Foundational elements**

1. Finish what has been started in electronic health records and public health surveillance

2. Implement electronic medical records in physician offices and physician entry systems in hospitals

**Additional elements**

3. Enable public visibility into wait times and access

4. Facilitate patient self-care and empowerment

5. Trial and perfect more advanced functionality in wait times and chronic disease management
Infoway’s business strategies

1. Participate in healthcare renewal

The federal government, together with the provinces and territories, established a number of major initiatives over the past 10 years to strengthen health care for Canadians.

Infoway’s involvement with national, jurisdictional and local initiatives provides the organization with an opportunity to help strengthen health care in areas such as patient safety, wait times, heart health, cancer, primary care, mental health, and health indicators and reporting.

2. Collaborate with partners

Infoway will work with its public and private sector partners to continue progress and alignment in strengthening Canada’s health infrastructure. These efforts will be underpinned by the provinces’ and territories’ three-year e-health plans, joint investments and enhanced procurement initiatives.

Specifically, Infoway will work with the jurisdictions, health organizations, vendors and other stakeholders across the country to promote the 2015 vision. In addition, health leader roundtables and vendor forums will facilitate open discussion about the opportunities and challenges associated with the development and implementation of electronic health record solutions.

3. Target the investments

Infoway has made significant progress in accelerating the deployment of electronic health information systems across Canada. Building on this success, Infoway will continue to accelerate the investment in and replication of solutions that support health system transformation and innovation, specifically the electronic health record, telehealth, public health surveillance and solutions to provide timely access to quality care.

For 2007-08, Infoway has an investment target of $110 million to $150 million (point estimate of $130 million) in new project approvals.

Making vital information available quickly

The Canadian Heart Health Strategy and Action Plan is being developed to ensure that crucial information on prevention and treatment is made available to all provinces and territories quickly and effectively.

Announced in October 2006, the strategy will initially work to address hypertension and cardiovascular disease surveillance. The intent is to reduce the growing burden and loss due to cardiovascular disease in Canada.

Infoway’s goal

By 2010, every province and territory and the populations they serve will benefit from new health information systems that will help modernize the healthcare system. Further, 50 per cent of Canadians will have their electronic health record readily available to the authorized professionals who provide their healthcare services.
Change management at Infoway

At Infoway, change management is a key success factor in every project. That's why change management efforts often account for between 15 and 30 per cent of the value of each initiative.

The argument for dedicated management and leadership of change is overwhelming. The large majority of Canadian clinicians have been educated and trained in their professions without the use of health information systems and continue to practice without it.

With this in mind, in 2007-08, the Infoway change management team will:

- Develop a coordinated, integrated and effective approach to the management of change in order to engage clinicians
- Continue to develop and refine the methods of reporting on the adoption of electronic health solutions by end-users
- Guide jurisdictions to help link the adoption of electronic health record solutions by end-users with the realization of benefits
- Seek out more clinician (e.g., doctor, nurse, pharmacist) advocates who can share their knowledge and experience with their peers through a supportive and coordinated network.

4. Support solution deployment

To support its partners in successfully implementing electronic health record information solutions, Infoway will provide expertise vis-à-vis the health infrastructure blueprint, standards, privacy and security, and preferred pricing. It will also monitor projects to ensure cost and risks are well managed.

Infoway will work collaboratively with all jurisdictions to measure, monitor and mitigate risks associated with the implementation initiatives underway. The organization will also implement best practices to ensure the project deliverables and solutions are of acceptable quality.

5. Promote adoption and benefits realization

Infoway will facilitate clinical leadership and advance best practices in the clinician adoption of solutions, as well as support the measurement and realization of benefits.

By collaborating with jurisdictions and health provider organizations, Infoway will develop and disseminate knowledge to support clinician adoption of electronic health record solutions. Infoway will also work with jurisdictional and research partners to conduct electronic health records benefits evaluations.

Infoway will develop networks of physicians, nurses and pharmacists to champion and support electronic health records adoption by their peers and to advance electronic health records education and training of clinicians.

Facilitating the use of health information technologies

Infoway will also work with national clinician organizations such as the Canadian Medical Association (CMA) to facilitate the use and uptake of health information technologies like the electronic medical record (EMR).

To date, very little information has been published on EMR use in Canada and internationally. Gaining a better understanding about EMR use in various settings will help Infoway and its partners develop strategies to increase and sustain overall technology adoption.

In this vein, Infoway will collaborate with the CMA in 2007-08 to develop case studies to illustrate best practices or lessons learned as a result of the development of information and communications technologies in a variety of clinical practice settings.
# Investment programs overview

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<th>Investment program description</th>
<th>Investment program target</th>
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<tr>
<td><strong>Registries</strong></td>
<td>Implement directory services that accurately identify clients (white pages) and providers (yellow pages) of healthcare services.</td>
<td>Implement client and provider registries in all jurisdictions by March 31, 2009.</td>
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| **Diagnostic Imaging Systems**           | Implement digital storage of diagnostic images (MRI, CT, X-ray, ultrasound) that permit clinicians to access and view images regardless of where they are located or where the test was conducted. | By 2010, Canadians will benefit from improved radiology services made possible by digital diagnostic imaging in all provinces and territories. Patients will benefit from more timely access to radiology services and reduced transfers between healthcare facilities. In addition, the health system will benefit from improved radiologist productivity and increased efficiencies from elimination of unnecessary duplicate exams and reduced film usage. As part of this transformation, the implementation targets are to:  
  • Digitally capture, store and share approximately 95 per cent of all X-rays, MRIs, CTs and ultra-sounds generated in Canada’s acute care hospitals  
  • Provide access to shared digital images in about 835 hospitals (85 per cent) |
| **Drug Information Systems**             | Implement solutions that allow prescriptions to be sent, viewed and confirmed electronically. Drug-to-drug interaction checks are performed automatically and added to the patient’s drug profile to warn of potential dangers. | By 2010, Canadians will benefit from a drug information system that provides their physicians and pharmacists with their complete medication profile, as well as decision-support tools to identify allergy alerts and drug-to-drug interactions. This information is delivered to clinicians at the point of service and is key to achieving significant improvements in patient safety as hospitalizations and deaths due to adverse drug events are expected to decline in areas where drug information systems are implemented. As part of this transformation the implementation targets are to:  
  • Electronically capture and store approximately 75 per cent of prescription orders and pharmacy dispensing information  
  • Provide 4,625 (60 per cent) retail pharmacies and 980 (100 per cent) acute care hospitals across Canada with access to patients’ complete medication profiles |
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<tr>
<th>Investment program</th>
<th>Investment program description</th>
<th>Investment program target</th>
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<tr>
<td>Laboratory Information Systems</td>
<td>Implement solutions that allow clinicians to view laboratory results and reports from all hospital, community and public health laboratories.</td>
<td>By 2010, over 30 million Canadians residing in eight jurisdictions will benefit from the online reporting of laboratory results. These solutions will enhance physician and health system efficiency through the availability of timely and portable information for use in patient care settings. Further, it will support treatment decisions that will lead to improved clinical outcomes for patients, as well as efficiencies through the reduction of duplicate and unnecessary laboratory tests. As part of this transformation, the implementation targets are to:</td>
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<td>$170 million</td>
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<td>• Capture, store and share 90 per cent of laboratory test result information in Canada</td>
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<td>Interoperable EHR</td>
<td>Implement solutions that allow clinicians to view and update an integrated patient-centric health record that includes demographic, diagnostic imaging, drug, laboratory, hospital clinical reports, infectious disease, immunization and other health information anywhere, at anytime.</td>
<td>By 2010, the electronic health record will be available in eight provinces and territories representing 50 per cent of Canadians by population. Electronic health record solutions will enable clinicians to view and update a patient-centric health record anywhere at any time. The electronic health record gives authorized healthcare providers rapid access to their patients’ complete, up-to-date health information to support clinical decision-making and integrated patient management across the continuum of care. As part of this transformation, the implementation target is to:</td>
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<td>$365 million</td>
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<td>• Electronically capture, store and share an electronic health record that includes medication profiles, laboratory test results, hospital discharge summaries and clinical reports, immunizations and diagnostic-imaging exams such as X-rays, MRIs and ultrasounds</td>
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<td><strong>Investment program</strong></td>
<td><strong>Investment program description</strong></td>
<td><strong>Investment program target</strong></td>
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<td><strong>Telehealth</strong></td>
<td>Implement solutions that facilitate the delivery of health information and services between patients and providers over distance, with a focus on the Aboriginal, official language minority, northern and remote communities.</td>
<td>By 2010, Canadians residing in northern, rural, remote and official language minority communities, in all jurisdictions, will benefit from telehealth solutions. The availability of telehealth will lead to better access to timely health care by reducing wait times and by leveraging information technologies in order to provide health care closer to home. These solutions will also improve the availability and coordination of community-based health services, as well as reduce patient and provider travel time and costs to access and deliver services.</td>
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| **Public Health Surveillance** | Implement solutions that support the identification, management and control of infectious disease cases and outbreaks that pose a threat to the public’s health. | By 2010, Canadians in every jurisdiction will benefit from public health surveillance solutions. These solutions will enhance the health system’s ability to detect, manage and mitigate the damage from adverse public health events. The availability of a public health surveillance solution will lead to improved clinical outcomes for patients due to increases in overall vaccination rates; decreases in the number of secondary cases to limit the spread of disease and better response time in case management after an outbreak is detected. Public health surveillance solutions will also enhance health system productivity through improved inventory management of vaccines; savings from joint procurements and avoidance of vaccine wastage. As part of this transformation, the implementation targets are to:  
• Electronically capture, store and share approximately 75 per cent of reportable communicable disease cases detected and 75 per cent of immunizations administered to support the management of disease outbreaks  
• Provide 100 per cent of Canada’s local and regional public health departments with electronic public health surveillance capabilities |
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<th>Investment program</th>
<th>Investment program description</th>
<th>Investment program target</th>
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</thead>
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<tr>
<td>Innovation &amp; Adoption</td>
<td>Develop projects that demonstrate rapid deployment and uptake of innovative electronic health record solutions in support of the national healthcare renewal priorities.</td>
<td>The goal is to invest in innovation and adoption projects with an expectation that at least 25 per cent of the investments will result in replicable solutions that will become sustainable within the health system across Canada.</td>
</tr>
<tr>
<td>Infostructure</td>
<td>Develop the common solution architecture and standards to ensure interoperability of electronic health record solutions.</td>
<td>Complete infostructure project approvals by March 31, 2008.</td>
</tr>
<tr>
<td>Patient Access to Quality Care</td>
<td>The investment strategy for the patient access to quality care program will be developed in the first half of fiscal year 2007-08.</td>
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2007-08 business priorities

Building on its existing project approvals of $1.176 billion, and consistent with the priorities outlined in 2015: Advancing Canada’s next generation of healthcare, Infoway will have two areas of focus in 2007-08: delivering results in existing programs and expanding into the area of patient access to quality care.

• Delivering results

Infoway will work collaboratively with its jurisdictional partners to complete projects that contribute to the achievement of the 2010 goal. This requires Infoway to adopt a regionally-focused organizational model to ensure project risks associated with implementation can be successfully mitigated. This will also ensure that the solutions that are delivered are of high quality and meet the needs of end-users.

• Improving patient access to quality care

With $400 million in new investment capital through the 2007 federal budget, Infoway is now poised to work with its partners to further accelerate the deployment of electronic health records, as well as begin to develop solutions to improve timely access to quality care. To this end, Infoway will complete a detailed investment strategy for patient access solutions in the first half of 2007-08.

Infoway’s approach to privacy and security

Canadians expect the privacy and confidentiality of their personal health information will be protected in the course of receiving medical care. Respect for privacy is fundamental to the vision of an interoperable electronic health record system.

Over the course of the year, Infoway will work collaboratively with jurisdictions and privacy commissioners to implement an EHR information governance structure and will complete a conceptual EHR privacy impact assessment. Infoway will also jointly conduct (with the Office of the Privacy Commissioner of Canada and Health Canada) a comprehensive survey of public attitudes and concerns about privacy and electronic health records.

The clinician team

A key part of Infoway’s plans to foster technology adoption by healthcare professionals is the creation of a clinician team at Infoway. Recruitment will accelerate in 2007-08 to assemble physicians, nurses and pharmacists who will be charged with developing peer-to-peer knowledge sharing of the benefits of electronic health records. This plan recognizes that the automation of physician offices and other points-of-care remains one of the greatest challenges in implementing the electronic health record.
Progress to date

Infoway has made significant progress in accelerating the deployment of electronic health information systems across Canada.

<table>
<thead>
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<th>Business strategies</th>
<th>Progress to date</th>
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<tbody>
<tr>
<td><strong>1 Participate in healthcare renewal</strong></td>
<td>Focused activities in patient access, patient safety, public health surveillance, chronic disease management and primary healthcare.</td>
</tr>
<tr>
<td><strong>2 Collaborate with our partners</strong></td>
<td>Shared governance, Vision 2015, three-year jurisdiction planning, CIO forum, joint investments, common procurement, preferred pricing, vendor forums and briefings.</td>
</tr>
<tr>
<td><strong>3 Target the investments</strong></td>
<td>Standard investment model, $1.176 billion approved to date, 227 projects, 35% projects in planning phase, 65% projects in implementation &amp; adoption phase, $353 million expensed to date.</td>
</tr>
<tr>
<td><strong>4 Support solution deployment</strong></td>
<td>Common blueprint, privacy &amp; security architecture, EHR information governance, pan-Canadian standards, replicated solutions, risk management, e-health collaboratory.</td>
</tr>
<tr>
<td><strong>5 Promote solution adoption &amp; benefits realization</strong></td>
<td>End-user strategy, knowledge sharing &amp; toolkits, benefits framework, innovation projects, initial benefits evaluations.</td>
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“This is a time for challenging old ways of doing things. As we innovate, everyone within the healthcare community will need to think differently. That is why the OHA is so excited about the power and potential of e-health.”

Hilary Short  
President and CEO,  
Ontario Hospital Association
Investment program approvals to March 31, 2007

Per cent of investment program

<table>
<thead>
<tr>
<th>Domain</th>
<th>Registries</th>
<th>DI</th>
<th>Drug</th>
<th>Lab</th>
<th>iEHR</th>
<th>Telehealth</th>
<th>Public Health Surveillance</th>
<th>Innovation and Adoption</th>
<th>Infostructure</th>
<th>Total</th>
<th>APPROVALS</th>
<th>REMAINING FUNDS</th>
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<tbody>
<tr>
<td></td>
<td>$310M</td>
<td></td>
<td>$185M</td>
<td>$150M</td>
<td>$195M</td>
<td>$100M</td>
<td>$100M</td>
<td>$60M</td>
<td>$32M</td>
<td>$1,266M</td>
<td>$134M</td>
<td>$310M</td>
</tr>
</tbody>
</table>

**Jurisdictional progress to March 31, 2007**

**Status:**
- Complete
- Adoption
- Implementation
- Planning
- Forecast

**Note:**
1. “Per cent deployed” is the per cent of the Canadian population covered by the solution. To depict both full and partial progress “Per cent deployed” is calculated as 100% of the jurisdiction population if the project is complete and 50% of the jurisdiction population if the project is in the adoption phase.
Infoway’s 2007-08 action plans

Participate in healthcare renewal

Infoway will continue to support national, jurisdictional and local initiatives to strengthen health care in Canada.

Patient safety
Infoway will work with the Canadian Patient Safety Institute to hold an international roundtable to identify the gaps and opportunities associated with electronic health records and patient safety.

Patient access
Infoway will work with Health Canada and the jurisdictions to develop the strategy for the deployment of an electronic health infrastructure that improves patient access to quality care, including patient wait times.

Heart health
Infoway will participate on the Steering Committee to support the development of the pan-Canadian Heart Health Strategy.

Cancer
Infoway will work with the Canadian Partnership Against Cancer to determine the level of support required over the next three years.

Mental health
Infoway will work with the Canadian Mental Health Commission to determine the level of support that they require from Infoway over the next three years.

Primary care
Infoway will continue to work collaboratively with jurisdictions to support their efforts to procure, implement and use primary care electronic medical records.

Health indicators and reporting
Working collaboratively with the Canadian Institute of Health Information, Infoway will support their efforts to define the business requirements of health system managers and researchers for electronic health record data.

Collaborate with our partners

Infoway will work together with its public and private sector partners to ensure progress and alignment in implementing the pan-Canadian health infrastructure.

2015: Advancing Canada’s next generation of healthcare
During 2007-08, Infoway will communicate its 2015 vision and five priorities: completing the electronic health record, accelerate electronic medical records and advanced CIS implementation, start to deploy patient wait time systems, patient self-care systems, and chronic disease management systems.

Health leader roundtable
Infoway will actively engage government, health authorities, clinicians, patients, vendors and other stakeholders through Health Leader Roundtables to openly discuss the opportunities and challenges of electronic health record solutions.

Jurisdictional three-year planning
Infoway will continue to work collaboratively with all jurisdictions to align their three-year plans and priorities with Infoway investments for electronic health records, telehealth, public health surveillance and patient access solutions.

Stakeholder collaboration
Infoway will continue to reach out to stakeholder groups (e.g. national and provincial health organizations, regional health authorities, physicians, nurses and pharmacists) to identify areas for collaboration.

Vendor communications
Infoway will continue to provide vendor briefings using town hall meetings, together with one-on-one executive and technical sessions, as a way to identify blueprint requirements, planned investments and associated opportunities.
Project approvals
For 2007-08, Infoway will deliver $110 million to $150 million in new project approvals with a corporate target of $130 million.

Project expenses
For the initial $1.266 billion capital endowment, Infoway will pay project expenses between $195 million and $215 million with a corporate target of $205 million for 2007-08.

This will bring total cumulative expenditures for the $1.266 billion fund to $558 million or 44 per cent complete.

Patient access to quality care investment program
In 2007-08, Infoway will develop and approve an investment program strategy for patient access solutions and work with the jurisdictions to confirm specific projects and cash flow requirements.

Telehealth program
Infoway will update the telehealth investment strategy, exploring new funding models, as well as a broader and more focused set of clinical projects.

Gated funding model
In 2007-08, Infoway will modify the gated funding model to allow jurisdictions to more easily meet their year-over-year cash flow requirements for the large implementation projects.

Forecast - anticipated progress to March 31, 2008

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Per cent deployed at March 31, 2008

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Status:
- Complete
- Adoption
- Implementation
- Planning
- Forecast

Note:
1. "Per cent deployed" is the per cent of the Canadian population covered by the solution. To depict both full and partial progress “Per cent deployed” is calculated as 100% of the jurisdiction population if the project is complete and 50% of the jurisdiction population if the project is in the adoption phase.
Support solution deployment

In 2007-08, Infoway will provide expertise to support its partners in successfully implementing secure electronic health information solutions, as well as monitoring projects to ensure cost and risk are well managed.

EHR blueprint

Infoway will continue to work with jurisdictions and vendors to specify and promote the requirements for use of standards-based solutions. In working directly with stakeholders, Infoway will share technical expertise regarding solution implementation.

Standards

Infoway will continue to manage the Standards Collaborative and obtain approval of lab, public health surveillance and interoperable electronic health record standards, plus facilitate education and training, conformance, maintenance and client services.

Infoway will also facilitate the use of SNOMED CT® and LOINC standards in electronic health solutions.

National solutions

Infoway will continue to complete preferred pricing agreements for labs, interoperable electronic health record, telehealth and interface solutions based on the results of public procurements.

In 2007-08, Infoway will also commence the review of solutions required for clinical systems integration and patient access to quality care.

Risk and quality

In working collaboratively with all jurisdictions, Infoway will measure, monitor and mitigate risks associated with implementation initiatives underway.

Infoway will implement best practices to ensure project deliverables and solutions are of acceptable quality.

Privacy

Infoway will work collaboratively with jurisdictions and privacy commissioners to implement the electronic health record information governance; complete a conceptual electronic health record privacy impact assessment; and facilitate a new public opinion survey on electronic health records and privacy.
Promote solution adoption and benefits realization

In 2007-08, Infoway will continue to facilitate clinical leadership, advance best practices in the clinician adoption of solutions, as well as support the measurement and realization of benefits.

Change management
Infoway will further enhance change management services to help develop integrated jurisdictional change management plans.

Knowledge management
In collaborating with jurisdictions and health provider organizations, Infoway will develop and disseminate knowledge to support clinician adoption and partner with the Canadian Institute of Health Research and the Canadian Patient Safety Institute to implement initiatives that increase electronic health record knowledge and application.

End-users
Infoway will implement regional networks of physicians, nurses and pharmacists to champion and support electronic health record adoption by their peers, in addition to working collaboratively with academics and others to advance electronic health record education and the training of clinicians.

Benefits evaluation
In 2007-08, Infoway will foster and coordinate jurisdictional benefits evaluation plans and contract with jurisdictional and research partners to conduct electronic health record benefits evaluation based on the approved framework and methodologies. Baseline evaluations in this area are currently underway.

Innovation
During 2007-08, Infoway will communicate early results from Innovation projects that have been launched over the past two years.
Reduced wait times. Improved access to care in remote and rural communities. Increased patient participation in health care. Efficient chronic disease management. Better prescribing practices. Fewer adverse drug events. Patients and clinicians are demanding progress in these areas. This is what the future of high-quality, sustainable health care in Canada looks like.

In Canada, healthcare transformation and modernization is gaining momentum. We know what needs to be done and we know how to do it. Patients are becoming increasingly involved in their healthcare management. Clinicians are continuing to introduce new business models to deliver better access and generate efficiencies that ultimately deliver higher-quality healthcare solutions to their patients.

Canada Health Infoway has a clear multi-year strategic vision to guide its investment decisions and solid, collaborative relationships with its jurisdictional partners to ensure continued success moving forward.

Consistent with the strategic framework presented in the Vision document, 2015: Advancing Canada’s next generation of healthcare, Infoway will commence discussions with its jurisdictional partners to develop a new-program investment stream specifically dedicated to improving patient access to quality care.

By building on its productive relationships with the federal, provincial and territorial governments, Infoway will continue to operate as a catalyst for change – delivering electronic health record and other e-health solutions throughout the country for the benefit of all Canadians.
Corporate Information

Members of the Corporation

Gordon Macatee
Deputy Minister of Health
Province of British Columbia

Paddy Meade
Deputy Minister of Health and Wellness
Province of Alberta

John Wright
Deputy Minister of Health
Province of Saskatchewan

Arlene Wilgosh
Deputy Minister of Health
Province of Manitoba

Ron Sapsford
Deputy Minister of Health & Long-Term Care
Province of Ontario

Roger Paquet
Sous-ministre de la santé
Ministère de la Santé et des Services sociaux
Gouvernement du Québec

Nora Kelly
Deputy Minister of Health and Wellness
Province of New Brunswick

Cheryl Doiron
Deputy Minister of Health
Province of Nova Scotia

David Riley
Deputy Minister of Health
Province of Prince Edward Island

John G. Abbott
Deputy Minister of Health and Community Services (Responsible for Seniors)
Government of Newfoundland and Labrador

John Greschner
Deputy Minister of Health and Social Services
Government of the Yukon Territory

Chuck Parker
Deputy Minister of Health and Social Services
Government of the Northwest Territories

Ronald Browne
Deputy Minister of Health and Social Services
Government of Nunavut

Morris Rosenberg
Deputy Minister of Health (Responsible for Seniors)
Government of Canada

Board of Directors

H. Arnold Steinberg (2003)*
(Chair)
Associate, Cleman Ludmer Steinberg Inc.

Jeffrey C. Lozon (2001)*
(Vice-Chair)
President and CEO
St. Michael’s Hospital

Tom Closson (2006)
Retired – President & CEO of University Health Network

Ron Danderfer (2005)
Assistant Deputy Minister of Health Knowledge Management
Government of British Columbia

Maurice Boisvert (2006)*
Sous-ministre associé au plan d’informatisation du réseau Ministère de la Santé et des Services Sociaux
Gouvernement du Québec

Cheryl Doiron (2004)*
Deputy Minister of Health Province of Nova Scotia

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Retired – Associate - KPMG

Dr. Michael Golbey (2004)*
Family Practitioner & Member, Medical Staff, Kelowna General Hospital
Kelowna, B.C.

Dianne Kelderman (2006)*
President – Atlantic Economics

Marcel Nouvet (2002)*
Assistant Deputy Minister Information, Analysis and Connectivity Branch
Health Canada

Dr. Brian Postl (2004)*
Chief Executive Officer
Winnipeg Regional Health Authority

Ron Sapsford (2005)*
Deputy Minister of Health & Long-Term Care
Province of Ontario

Howard Stotland (2005)*
Retired – Founder of STS Systems

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Tom Closson (Chair)

Richard C. Alvarez (CEO) (ex-officio) (non-voting)

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Warren Law’
Marcel Nouvet
H. Arnold Steinberg
(Chair) (ex-officio)
William Swirsky’

Compensation & Human Resources

Jeffrey C. Lozon
(Chair)

Richard C. Alvarez
(CEO) (ex-officio) (non-voting)

Maureen Berry
(ex-officio) (non-voting)

Tom Closson

H. Arnold Steinberg
(Board Chair) (ex-officio)

Governance

J. Douglas Gilpin
(Chair)

Richard C. Alvarez
(CEO) (ex-officio) (non-voting)

Maureen Berry
(ex-officio) (non-voting)

Jeffrey C. Lozon

H. Arnold Steinberg
(Board Chair) (ex-officio)

Senior Management

Richard C. Alvarez
President & Chief Executive Officer

Maureen Berry
Group Director,
Human Resources

John Burns
Senior Vice-president
Investment Programs Management

Kirk Fergusson
Group Director,
Corporate Affairs

Dennis Giokas
Chief Technology Officer

Trevor Hodge
Senior Vice-president
Investment Strategy & Alliances

Dr. Sarah Muttitt
Vice-president, Innovation & Adoption

Sylvain Rocque
Chief Financial Officer

Mike Sheridan
Chief Operating Officer

As of April 01, 2007

* Director since
* Outside member